

DYNAENTREPRISES SENEGALAISES
Senegal Private Sector Support Strategic Objective (SO #1)

DYNAENTREPRISES SENEGALAISES
1ST QUARTERLY REPORT
DECEMBER 1999 – MARCH 2000
USAID Contract No. 685-C-00-00-00002-00

Submitted to:
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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QUARTERLY PERFORMANCE REPORT

Dyna-Entreprise Senegal - Chemonics Contract

November 1999 – March 2000

Quarter 1 of 20

CONTRACTOR: Chemonics International, Inc.
CONTRACT #: 685-00-00-C-00002-00
REPORTING PERIOD: November 1999 – March 2000 (Quarter 1 of 20)
USAID OFFICE: Strategic Objective 1

I. EXECUTIVE SUMMARY

DynaEntreprises Sénégalaises is the implementing entity of the USAID Senegal funded project to support the Private Sector Strategic Objective (SO #1). The USAID Private Sector Strategic Objective is “to achieve sustainable increases in private sector income generating activities in selected sectors.” The two key intermediate results (KIRs) supported by this project are (1) to improve access to financial services by microentreprises and small business entrepreneurs, and (2) to promote adoption by more microentreprises and small/medium enterprises of best technical and managerial techniques. The initially selected sectors were chosen on a geographic basis and cover peri-urban (Pikine and Rufisque departments within Dakar Region) and rural (Kolda Region) areas.

The implementing team is comprised of two in-country contractors and an expanded team that includes two US subcontractors plus the USAID Senegal Strategic Objective #1 team. Chemonics International, Inc. and the Umbrella Support Unit (USU), a Senegalese non-governmental organization, are resident in-country. The two US partners, International Business Initiatives (IBI) and the Center for International Private Enterprise (CIPE) are based in the Washington, DC metropolitan area.

Although not contractually obliged, Chemonics offered to submit a 1st Quarterly Report covering the project start-up period (November 1999 through March 2000) to allow both the contractor and donor to establish a model for future Quarterly Reports. The contract was signed on 8th November 1999 and the project start-up team arrived in Senegal less than one month later on 2nd December. In addition to the initial project initiation activities, the team launched a tender bid for local consulting firms to compete for the implementation of a census of microfinance institutions in Senegal. Work began on this census in February 2000. In March the project organized a Teambuilding and Strategic Planning Workshop that brought together the expanded team for a period of three days. This workshop allowed expanded team members to familiarize themselves with each other and to contribute input to and impact upon the general direction of the project.

Since this initial quick start the team has progressively moved forward and established three units within the project. The Administrative Unit consists of one expatriate and five local hires (manager,

secretary, logistics, contracts and accounting). Two Technical Units have been established, one for each of the main project components; microfinance and business development. The Microfinance Unit consists of two expatriates (one for technical and the other for administrative oversight) and three local partners (provided by the local subcontractor USU (Umbrella Support Unit). The Business Development Unit comprises one expatriate and two local hires (one focused on enterprises and the other on associations).

The Administrative Unit began the arduous task of establishing all the procedures, information and management support that a project requires. Systems have been established to provide support services in the areas of contracts, procurement, personnel, accounting and management. Major tasks during this first quarter included establishing templates for local subcontracts, creating an internal procurement system with full documentation, hiring local staff, starting the project accounting process and overseeing start-up necessities such as utilities and communications. During this quarter contracts were signed with the local long-term partner (USU) and three local consulting firms for short-term work. Local staff hired over the last four months includes five administrative and two technical employees. Houses were identified, leases negotiated, utilities connected and household furnishings installed for four expatriate families.

The Microfinance Unit contracted with three local firms to collect geo-referenced information from all the microfinance institutions in the country. The preliminary results from this microfinance census were submitted during this quarter. The Unit will use this information to assist identification of potential partners and their needs. The process for identifying potential partners was established and will be launched during the next three months with expected initial disbursements before the end of the second quarter.

The Business Development Unit is fully configured and staffed. A cost-sharing based, training agreement has been concluded with a local group to provide marketing skills to a Professional Women's Association in Pikine in early May. Work has begun to implement a Technology Fair in Kolda in mid-June with over sixty (60) participants expected. Terms of reference for a dairy subsector study have been completed and the tender bid launched for selecting a local firm to implement. The Unit continues to respond to regular requests for information on technological processes by associations, firms and partners. Negotiations were held with other international organizations (ex., the US Peace Corps and German GTZ) working in the same geographic and thematic areas that will lead to signing memorandums of understanding on joint efforts.

Representatives from both the Microfinance and Business Development units made a one-week reconnaissance visit to the Kolda Region in February. Contacts were made with over sixteen (16) different institutions that might have potential interest in the project. These institutions included microfinance groups, entrepreneurs, local officials and other donor representatives. Potential locales for a regional office in Kolda town were also identified during this field trip. The Kolda regional office will be opened during the next quarter.

The expenditure pattern to-date reflects a typical start-up for a project this size with a four-month expenditure total reaching approximately \$550,000. Roughly 97% of all expenditures during the first four months of the project have been for travel to post, house rentals, procurement and shipping of personal furnishings and project equipment, local and expatriate salaries and other typical

project start-up costs. The remaining expenditures (roughly 3% of total) are related to a Grants Management training in Burkina and the Base Fee which is a fixed percentage of the other costs.

II. INTRODUCTION

This is the 1st Quarterly Report of the USAID Senegal funded project to support the Private Sector Strategic Objective (SO #1). The strategic objective is

to achieve sustainable increases in private sector income generating activities in selected sectors.

The two key intermediate results (KIRs) supported by this project are

- (1) *improved access to financial services by microentreprises and small business entrepreneurs and*
- (2) *adoption by more microentreprises and small/medium enterprises of best technical and managerial techniques.*

The initially selected sectors were chosen on a geographic basis and cover peri-urban (Pikine and Rufisque departments within Dakar Region) and rural (Kolda Region) areas.

The implementing team is comprised of two in-country contractors and an expanded team including two subcontractors plus the USAID Senegal Strategic Objective #1 team. Chemonics International, Inc. and the Umbrella Support Unit (USU), a Senegalese non-governmental organization, are resident in-country. Two US partners, International Business Initiatives (IBI) and the Center for International Private Enterprise (CIPE) are based in the Washington, DC metropolitan area.

The project was awarded at the end of 1999, the contract was signed on 8th November and initial start-up activities began with the arrival of an advance team on 2nd December. The advance team consisted of Kate Woods, Field Project Administrator, and Charles May, Chief of Party. The focus of the advance team was to establish a presence in Senegal, determine the initial conditions for project start-up and facilitate the arrival of technical team members in January and February 2000.

The project implementation team is presently organized around one administrative unit and two technical units. The two technical units were created to correspond to the main thrust of the two key intermediate results listed above. The Microfinance Unit focuses on strengthening existing microfinance institutions through a variety of modalities that include grants, contracts and purchase orders. Additional activity areas for this Unit are savings mobilization, investment opportunity identification and overall development within the microfinance subsector of the economy. The Business Development Unit has developed activities in information exchange, decentralization, training, support to firms and associations, and innovation and investment. The Administrative Unit plays the key internal role of implementation support to the technical units.

The project has been formally named “*DynaEntreprises Sénégalaises*” to denote the objective to “dynamize” or catalyze the entrepreneurial sector in Senegal by addressing the constraints confronting the private sector in their access to financial resources and availability of human, technical and managerial resources. Partners and clients have already begun to shorten this formal name to a shorter “DynaEntreprise” or just “Dyna” in some instances.

III. ADMINISTRATION

Project start-up is the most intense period for a project Administrative Unit and this first quarter has been true to that maxim. Activities of this Unit have been organized around the general thematic areas of contracts, procurement, personnel, accounting and management.

A. Contracts. Three types of contracts have been established and implemented during this reporting period. A local long-term contract with our joint venture partner, USU, was negotiated and signed by late January. USU began work with the project on 1st February 2000. Three short-term local subcontracts were negotiated and signed in February with three local consulting firms to execute a national microfinance institution census. Finally, contract leases for the four expatriate houses were negotiated and signed.

1. Local Long-term Subcontracts. Drafted, negotiated and signed a long-term sub-contract with the Umbrella Support Unit to provide administrative assistance to the implementation of the microfinance component of the project. Under this contract the project has access to the services of three senior staff of USU to manage and oversee grants, subcontracts and purchase orders to support the microfinance subsector.

2. Local Short-term Subcontracts. Launched a tender bid to implement a geo-referenced census survey of microfinance institutions throughout Senegal. Over forty local consulting firms picked-up the terms of reference and twenty submitted proposals. The tender bid was announced in French through ads in the three major newspapers (Soleil, Sud and WalFadjri). The terms of reference was only available in English. None of the submitting firms complained of the English terms of reference indicating that the consulting firm market can respond to English language tender bids. A three-person review panel was established that independently judged the proposals. The panel decided to award the work to three firms with an equal distribution of the work among them. The three winning firms were MSA, CIG and REMIX.

3. Leases. Leases for four expatriate residences were negotiated and signed during this reporting period. Residences are located downtown on the plateau, in Point E, Mamelles and along the VDN. Negotiations continued throughout the quarter on an appropriate office space for the project. These negotiations have been more difficult and time-consuming than those for the residences. The office lease on a suitable building located on the VDN will be signed in early April 2000 with expected occupancy during the first week of May. In the meantime, the project is housed in the executive suite hotel (Les Arcades) located just behind the USAID building. This proximity to the donor has proved to be a real advantage to project start-up.

B. Procurement & Receiving. Procurement of household, office and computer equipment has been a major activity in this quarter. The receiving of these materials and the required customs exonerations have also been time-consuming activities for the Administrative Unit.

1. Procurement. Fully documented procurement procedures were established from day one within the project. These have been used to obtain household effects and furniture, computer equipment, expendable supplies, vehicles (both personal and project) and other office equipment (photocopier, printer, etc.).

2. Receiving. The Administrative Unit quickly mastered the customs exoneration process with assistance and guidance from the USAID Executive Office staff. The project regularly receives exonerations within two to three working days. Freight forwarders have been identified with their particular strengths and weaknesses in dealing with imported items. The project has confirmed that belated notification of arrival and clearance procedures for imports are a productivity hindrance to the private sector.

C. Personnel and Recruitment. The project's local employment template has been established and reviewed for consistency with Senegalese law by a local lawyer. Initial employment contracts have been signed with an Administrative Manager, a Logistics Agent, a Human Resources Consultant, a Chauffeur Consultant, and an Accountant. The project salary scale was researched, elaborated and finalized to reflect similar salary grills used by partner institutions (ex., USAID, other projects, US NGOs). All of the expatriate personnel arrived permanently in-country between late January and early February 2000.

Additional personnel will be recruited during the next quarter. Positions to be filled include more administrative staff, microfinance technical staff and the monitoring, evaluation, analysis and reporting unit. Due to space limitations these positions will not be advertised, reviewed and awarded until after the project has moved into the new location on the VDN. Personnel for the Kolda regional office will also be recruited during the next reporting period.

D. Accounting. Administrative Unit staff surveyed local banks and opted for an account at Citibank. Citibank offered the shortest processing time on wire transfers and offered to cash US checks for expatriate staff once a letter of indemnification was received from the Chemonics Washington office. The accounting system, including the petty cash system, was established with appropriate controls and documentation to leave a clear audit trail. The accountant was hired and trained in Chemonics norms and procedures by the Chemonics Field Accountant during a one-week trip to Senegal.

E. Management. The focus of administrative management of the project has been on codifying rules, norms and procedures through drafting of an Office Policy Manual and an Administrative and Financial Procedures Manual. Significant progress has been made on both manuals and final drafts will be available in French and English early in the next quarter. Other routine management activities included establishing utilities for the project including water and electricity connections at the residences and office, phone connections at the office location, cellular phones for senior staff, and the Internet connection. A survey has also been done of local insurance companies to determine which will provide the best coverage for project durable goods and local staff.

F. Administration in the Next Quarter. In addition to the project administrative duties of day-to-day operations the Administrative Unit will engage in three key activities during the next three-month period. First and foremost, this Unit will provide the administrative support to open both the Dakar and Kolda offices. Administrative staff will visit Kolda in the next three months to negotiate a lease, identify utilities, begin procurement and hire local staff. Secondly, they will continue recruitment of local staff to complete the staffing of the administrative side of the project. Finally, the Administrative Unit will be working closely with the Technical Units to assure the implementation modalities can respond to the expected increase in the technical workload as the project progresses.

IV. MICROFINANCE

The technical components of the project have been divided into two divisions that cover microfinance and business development, respectively. While these teams work as independent units every effort is made to assure that synergies across the two units are identified and seized. Representatives from both technical teams made a one-week exploratory visit to Kolda Region during the month of February to identify potential partners and activities for project support. This initial visit led to training opportunities with local microfinance institutions and the idea to sponsor a technology fair in Kolda town during the next quarter.

The Microfinance Unit consists of two expatriates and the local subcontractor. Terms of Reference have been drafted and launched to recruit one or more local technical microfinance specialists. These local microfinance specialists will begin work with the project during the next quarter. The major activities of the last quarter was the microfinance institution census implemented by three local consulting firms, development of the manuals for implementing the microfinance support program and elaborating the annual workplan plan.

A. Grant Eligible Institutions. The project grants manual was drafted based upon the grants oversight experience of Chemonics in other countries, notably Jordan, Madagascar and Morocco. Best practices from these countries were garnered from their respective manuals and complemented by the direct grants experience in Senegal embodied in the USU team. Initial visits were made to potential partners to determine possible interest in working with the project and to identify their foremost needs. Potential partners were visited in Dakar, Pikine and Kolda including CONACAP, PAMECAS, ACA, FENAGIE -Peche, Handicap Association and others. The Microfinance Unit expects there will be a limited number, perhaps less than a half-dozen, immediately grants-eligible microfinance institutions.

B. Non-grant Eligible Institutions. Institutions involved in microfinance that could benefit from non-grant project support were also visited. Many of these groups work at a much smaller, grass-roots scale. They may or may not be registered with the Ministry of Finance. Identifying a means to identify these groups, focus on their immediate needs and design appropriate assistance modalities for them will be the focus of the next quarter. The Microfinance Unit expects that these groups will comprise a much larger number of institutions seeking assistance from the project.

C. Savings Mobilization. Group saving mechanisms was identified as a major need during the Kolda visit. Many village level groups would like to begin saving but do not know how best to go

about beginning the process. Microfinance Unit staff will revisit selected villages in the Kolda region during the next quarter to test a methodology of catalyzing small group savings.

D. Investment Opportunities. Coincident with the need to generate savings is the identification of investment opportunities for those savings. Village level groups visited during the Kolda field trip requested assistance in identifying investment opportunities within their immediate areas. In some cases this may be as simple as providing information on the closest microfinance institutions to their village plus the advantages and disadvantages of the different savings plans offered. Other opportunities may be to stimulate direct investment in the village using generated savings. This opportunity area will be further explored during the second field trip to Kolda Region scheduled for next quarter.

E. Sector Development. Two main activities to support general information sharing and knowledge within the microfinance subsector characterized this quarter. They were the bidding, award and implementation of the microfinance institution census and visits with the main institutions involved in microfinance oversight in Senegal.

1. Microfinance Census. Implementation of this georeferenced census by the three local consulting firms (MSA, CIG and REMIX) proceeded apace during this quarter. After announcing the tender bid in late December, submissions were made and reviewed in January. Subcontracts were signed in early February and work began immediately. All three firms submitted their first of three deliverables and two firms submitted their second deliverable by the end of March. The first deliverable was a brief report on visits to microfinance institution headquarters based in Dakar plus their Action Plans. The second deliverable consisted of a preliminary database that was received on CD-ROM or ZIP diskette. The initial results are of very good quality and over 650 microfinance institutions have been identified.

2. Visits to Microfinance Partners. Initial meetings were held with the Central Bank and Ministry of Finance (*Cellule Technique*) groups responsible for microfinance to introduce the project and its microfinance program.

F. Microfinance in the Next Quarter. Early in the next quarter the Microfinance Unit will hire its local technical staff and the Microfinance Institution census will be completed. The search for microfinance partners for direct support through grants, contracts and purchase orders will be launched with a concept paper announcement next quarter. This will be followed by a Partner Workshop to further explain the microfinance support program. Finally, submissions from potential partners and the first disbursements are expected by the end of the next quarter (June 2000).

V. BUSINESS DEVELOPMENT

The Business Development Unit is now complete with one expatriate and two local hires. The background work for several activities were completed in this reporting period and the resultant actions will be implemented during the following quarter.

A. Information Dissemination. The Business Development unit has provided information to approximately fifteen (15) requests from associations, enterprises and partners on a variety of technologies ranging from soil improvement to handicrafts to food processing. The Business

Development Unit, in response to a request from the Kolda Women's Herding Association, drafted a tender bid for a dairy subsector study. The tender bid will be launched, a firm selected and work begun during the next quarter.

B. Decentralization. The team began organizing a technology fair to be held in Kolda as a result of the expressed demand for increased access to information on technologies by partners and clients contacted during the first field reconnaissance visit to the region. The Kolda field trip was undertaken in February. The terms of reference for the fair was drafted, launched and a firm identified to implement the fair. According to local officials this is the first "fair" of this kind held in Kolda and approximately sixty (60) exhibitors are expected. The Kolda Techno-Fair will be held from 15 to 17 June and will provide the project with an opportunity to identify a large number of enterprises and businesses in the Kolda Region.

C. Training. Negotiated with a local network of small business consultantss (RESIG) to provide innovative training modules to members of a Professional Women's Association in Pikine. Participants agreed to pay for the cost of this training against a satisfaction guaranteed agreement with the trainers. This training is scheduled for 02-05 May with follow-up monitoring and evaluation visits to document results.

D. Institutional Strengthening. Reviewed a financing package for a Kolda-based public works association to obtain infrastructure rehabilitation contracts in the region. The principle behind this initiative is that a signed contract between the public works association and a qualified counterpart should be sufficient collateral to establish a credit line with local financial institutions. The credit line would provide the public works association with the capital needed to begin work while the financial institutions would be able to have a secured loan.

E. Innovation and Investment. Preliminary discussions with potential partners for this award program were held to determine the level of interest. Initial impressions are very positive with several groups expressing interest in participating.

F. Business Development in the Next Quarter. The highlight of the next quarter for the Business Development team will be the Techno-Fair to be held in Kolda in mid-May. Other major activities include the marketing training to be implemented by RESIG in Pikine for a Professional Women's Association. The Kolda Region dairy subsector study will be launched during the next three months. Training modules will be prepared and presented on establishing cyber-cafes, marketing, the long-term viability of family businesses, and dairy transformation. The planning and design of a training program for radio-journalists will also begin in the second quarter. Over the course of the next three months the team will design and implement an intranet for testing and use within the project office as an additional means to share information with both partners and clients.

VI. MONITORING, EVALUATION, ANALYSIS AND RESULTS REPORTING

All the project activities planned to-date contain a monitoring and evaluation component. This is true of the microfinance support program as well as the training component of Business Development. Both technical units are committed to explicitly incorporating monitoring and evaluation activities in every activity they undertake or support. The team is prepared to use the

information thus gathered to make mid-course corrections, communicate results and inform project progress.

The major informational tools used to inform project decision-making this quarter were the microfinance census, field trips and visits with potential partners. The microfinance census information was used to identify potential partners in the initial geographic areas of intervention. Census information also provided insights into the level of savings and loan activity, as well as partner stated needs. The field trip to Kolda identified partner institutions and villages for testing the group-based savings/investment methodology and the demand for a Techno-Fair. Potential partner visits have helped the team to identify needs and refine the approach to meet them.

This quarter's focus on project start-up and the initial identification of potential activities to support has not required the establishment of the monitoring, evaluation, analysis and reporting team. This team will be established during the next reporting quarter with the hiring of two key personnel; a unit leader and an information technologist. Internal discussions have begun on the possible need to add a communications specialist to this unit or to subcontract this responsibility.

VII. FINANCIAL STATUS

Chemonics submitted its first invoice (voucher) in December 1999 against costs incurred after November 8th, the date of contract signature. Given the cost-reimbursement nature of the Chemonics contract, there is a one-month lag from incurred to submitted expenditures. Thus, the present financial reporting period covers the calendar months of November 1999 through March 2000, but only reports costs incurred through February 2000. Total expenditures for this reporting period (November 1999 plus 1st quarter of CY 2000) are just over a half a million dollars (\$553,405). Table 1 below presents project expenditure information by monthly invoice, Contract Line Item (CLIN) and percent of total expended during this reporting period. The Life of Project (LOP) budget and balance are also presented.

The largest expenditures are in Labor and Equipment costs as would be expected during a typical project start-up period. Labor and Equipment accounted for approximately 97% of all expenditures during this reporting period and reflect the mobilization of expatriate and local staff plus the procurement of office furniture, vehicles and computers. The remaining expenditures were related to a Grants Management training in Ouagadougou (in February) and Base Fee which is calculated as a fixed percentage (roughly 2.6%) of the other costs.

Major costs in the Labor line item include travel to Senegal, shipping of personal furnishing and project equipment, education allowances, house or apartment rentals, salaries for local and expatriate personnel, and the first payment against the local subcontract with the USU. The Material and Equipment line item consisted mostly of household furnishings, office furniture and equipment, and the first procurement of computers and related materials.

TABLE 1: Invoices Submitted by Chemonics (November 1999 through February 2000)

CLIN		BUDGET LOP	INVOICE				TOTAL		BALANCE LOP
#	TITLE		1	2	3	4			
		Amount	Nov-99	Dec-99	Jan-00	Feb-00	Amount	%	Amount
AA	Labor	12,220,820	21,955	54,931	66,864	157,346	301,096	54%	11,919,724
AB	Material & Equipment	639,196	25,132	80,499	110,615	21,097	237,343	43%	401,853
AC	Training	1,047,800	0	0	0	0	0	0%	1,047,800
AD	Grants	11,525,800	0	0	0	1,048	1,048	0%	11,524,752
AE	Base Fee	658,412	1,215	3,494	4,579	4,631	13,919	3%	644,493
AF	Award Fee	371,062	0	0	0	0	0	0%	371,062
		26,463,090	48,302	138,923	182,059	184,122	553,405	100%	25,909,685

Labor and Equipment are projected to continue to be major expenditure areas during the next quarter (April-June 2000) as the project continues to hire more local staff and establishes an office. Significant charges are also expected in the next quarter against both the Grants (Microfinance) and Training (Business Development) line items as activities begin to be implemented and the project moves from start-up to implementation phase. Base Fee will continue to progress as a percentage (roughly 2.6%) of other expenditures, while Award Fee will not be activated until Year 2 of the project.

RAPPORT TRIMESTRIEL SUR L'EXECUTION DES TACHES

Contrat Dyna-Entreprise Sénégal - Chemonics

Décembre 1999 - Mars 2000

Trimestre 1 sur 20

Entrepreneur : Chemonics International, Inc.
Contrat No. : 685-00-00-C-00002-00
Période : Décembre 1999 - Mars 2000 (Trimestre 1 sur 20)
Bureau USAID : Ojectif Stratégique #1

I. RESUME

La structure "DynaEntreprises Sénégalaises" représente l'entité chargée de la mise en oeuvre du projet financé par l'USAID/Sénégal pour appuyer l'Objectif Stratégique (OS # 1) concernant le secteur privé. L'Objectif Stratégique de l'USAID concernant le secteur privé est "d'atteindre un accroissement durable des activités génératrices de revenus du secteur privé, dans des secteurs choisis". Les deux résultats intermédiaires fondamentaux (KIRs) visés par le projet sont 1) accroître l'accès des entrepreneurs de micro et petites entreprises aux services financiers, et 2) promouvoir l'adoption de meilleures techniques et de techniques managériales par davantage de micro, petites et moyennes entreprises. Les secteurs initialement sélectionnés ont été choisis sur une base géographique et couvrent les zones périurbaines (départements de Pikine et Rufisque dans la Région de Dakar) et rurales (Région de Kolda).

L'équipe chargée de la mise en oeuvre est composée de deux entrepreneurs locaux et d'une équipe élargie qui comprend deux sous-traitants américains plus l'équipe de l'USAID/Sénégal chargée de l'Objectif Stratégique #1. Chemonics International, Inc. et la Umbrella Support Unit (USU), une organisation non gouvernementale sénégalaise, sont basées dans le pays. Les deux partenaires américains, International Business Initiatives (IBI) and the Center for International Private Enterprise (CIPE), sont basés à Washington DC, dans la zone métropolitaine.

Bien que d'après le contrat elle ne soit pas obligée de le faire, Chemonics a proposé de présenter un Premier Rapport Trimestriel couvrant la période de démarrage du projet (décembre 1999 à mars 2000) afin de permettre à la fois à l'entrepreneur et au bailleur d'établir un modèle pour les futurs Rapports Trimestriels. Le contrat a été signé le 8 novembre 1999 et l'équipe chargée du démarrage du projet est arrivée au Sénégal moins d'un mois plus tard, le 2 décembre. En plus des activités initiales de démarrage du projet, l'équipe a lancé un appel d'offres aux sociétés de consultance de la place pour le recensement des institutions microfinancières au Sénégal. Les travaux relatifs à ce recensement ont débuté au mois de février 2000. Au mois de mars, le projet a organisé un atelier sur la Formation d'Equipes et la Planification Stratégique qui a regroupé l'équipe élargie pendant trois jours. L'atelier a permis aux membres de l'équipe élargie de se familiariser les uns avec les autres, d'apporter leur contribution à l'orientation générale du projet et d'exercer un impact sur celle-ci.

Depuis le démarrage initial rapide, l'équipe a avancé progressivement et mis en place trois unités dans le cadre du projet. Une Unité Administrative comprenant un expatrié et cinq agents de recrutement local (gestionnaire, secrétaire, le responsable de la logistique, le responsable des contrats, et l'agent comptable). On a mis en place deux Unités Techniques, une pour

chacune des deux composantes principales du projet, la microfinance et le développement de l'entreprise. L'Unité Microfinance comprend deux expatriés (l'un chargé du contrôle sur le plan technique et l'autre du contrôle sur le plan administratif) et trois partenaires locaux (fournis par le sous-traitant local, USU (Umbrella Support Unit). L'Unité Développement de l'Entreprise est composée d'un expatrié et de deux agents de recrutement local (l'un s'occupant des entreprises et l'autre des associations).

L'Unité Administrative a entrepris la tâche ardue de mise en place de l'appui en matière de procédures, d'information et de gestion dont le projet a besoin. Des systèmes ont été élaborés en vue d'apporter un appui aux services dans les domaines des contrats, des achats, du personnel, de la comptabilité et de la gestion. Parmi les principales tâches effectuées au cours de ce trimestre, figuraient l'élaboration des modèles de contrats de sous-traitance locaux, la création d'un système interne pour les achats avec toute la documentation, le recrutement de personnel local, le démarrage de la méthode comptable du projet et le contrôle des choses nécessaires pour le démarrage telles que les services publics et la communication. Au cours de ce trimestre, des contrats ont été signés avec le partenaire local de longue date (USU) et trois autres sociétés de consultance pour des travaux de courte durée. Parmi le personnel local recruté au cours des quatre derniers mois figurent les cinq employés administratifs et les deux employés techniques. On a trouvé des maisons, négocié les contrats de bail, procédé au branchement des services publics et à l'installation des meubles de maison pour les quatre familles expatriées.

L'Unité Microfinance a passé un contrat avec trois sociétés locales pour collecter des informations sur le plan géographique auprès de toutes les institutions microfinancières se trouvant dans le pays. Les résultats préliminaires de ce recensement dans le domaine de la microfinance ont été présentés au cours de ce trimestre. L'Unité se servira de ces informations pour aider à l'identification des partenaires potentiels et de leurs besoins. La méthode d'identification des partenaires potentiels a été élaborée et sera lancée au cours des trois prochains mois avec les décaissements initiaux prévus avant la fin du deuxième trimestre.

L'Unité Développement de l'Entreprise a été entièrement formée et dotée en personnel. Un accord de formation basée sur la participation aux coûts a été conclu avec un groupe local afin d'assurer la formation en compétences en marketing d'une Association Féminine Professionnelle à Pikine au début du mois de mai. Les travaux ont démarré en vue d'organiser une foire dans le domaine de la technologie à Kolda en mi-juin avec plus de 60 participants attendus. Les termes de référence d'une étude portant sur le sous-secteur laitier ont été achevées et l'appel d'offres lancé pour la sélection d'une société locale en vue de la mise en oeuvre. L'Unité continue de répondre aux demandes régulières d'informations sur les méthodes technologiques de la part des associations, des sociétés et des partenaires. Des négociations ont été menées avec d'autres organisations internationales (ex. le Corps de la Paix Américain et la GTZ Allemande) intervenant dans les mêmes domaines géographiques et thématiques, et conduiront à la signature de mémorandums d'accord sur les initiatives conjointes.

Des représentants des unités Microfinance et Développement de l'Entreprise ont effectué une visite d'exploration d'une semaine dans la région de Kolda en février. Des contacts ont été établis avec plus de 16 institutions différentes qui pourraient s'intéresser au projet. Parmi ces institutions figurent des groupements impliqués dans le domaine de la microfinance, les entrepreneurs, les autorités locales et autres représentants de bailleurs. Au cours de ce voyage d'études, des emplacements potentiels pour l'implantation d'un bureau régional dans la ville de

Kolda ont également été identifiés. Le bureau régional de Kolda sera ouvert au cours du prochain trimestre.

A ce jour, la structure des dépenses traduit celle du démarrage typique d'un projet de cette importance, avec une dépense totale sur quatre mois s'élevant à près de US \$ 550.000. En gros, 97% des dépenses effectuées au cours des quatre premiers mois d'exécution du projet ont été consacrées aux voyages pour rejoindre le poste, au loyer des maisons, à l'achat et à l'expédition du mobilier personnel et de l'équipement pour le projet, aux salaires du personnel local et des expatriés et aux autres frais d'établissement propres au projet. Le restant des dépenses (3% à peu près) est lié à une formation en matière de Gestion des Subventions au Burkina et à la rémunération de base qui représente un pourcentage fixe des autres coûts.